Joint Requirements Oversight Council Brief on Post-MC02 Capability Recommendations for Standing Joint Force Headquarters (SJFHQ)

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21 Mar 2003

Why we are here

This brief seeks JROC endorsement of initial capability (DOTMLPF Recommendations) supporting SJFHQ implementation for Combatant Commands

Funding for JFCOM SJFHQ prototype has been allocated by PR 03708

- **While USMC supports SJFHQ concept, it cannot support the increased structure requirements.**
- **Concur with JWCA request for specific RCC req. & sourcing NLT May 03.**
- **Funding for JFCOM does not address SJFHQ personnel costs at RCCs.**

Mandates

DPG: The Geographic Combatant Commanders will establish SJFHQs by FY 2005 reflecting standards established by Joint Forces Command and incorporating lessons learned from Millennium Challenge 02

CJCS: Memo 02 Nov 01 directed USJFCOM to develop a SJFHQ model NLT FY 04 capable of implementation by all Geographic Combatant Commanders during FY 05

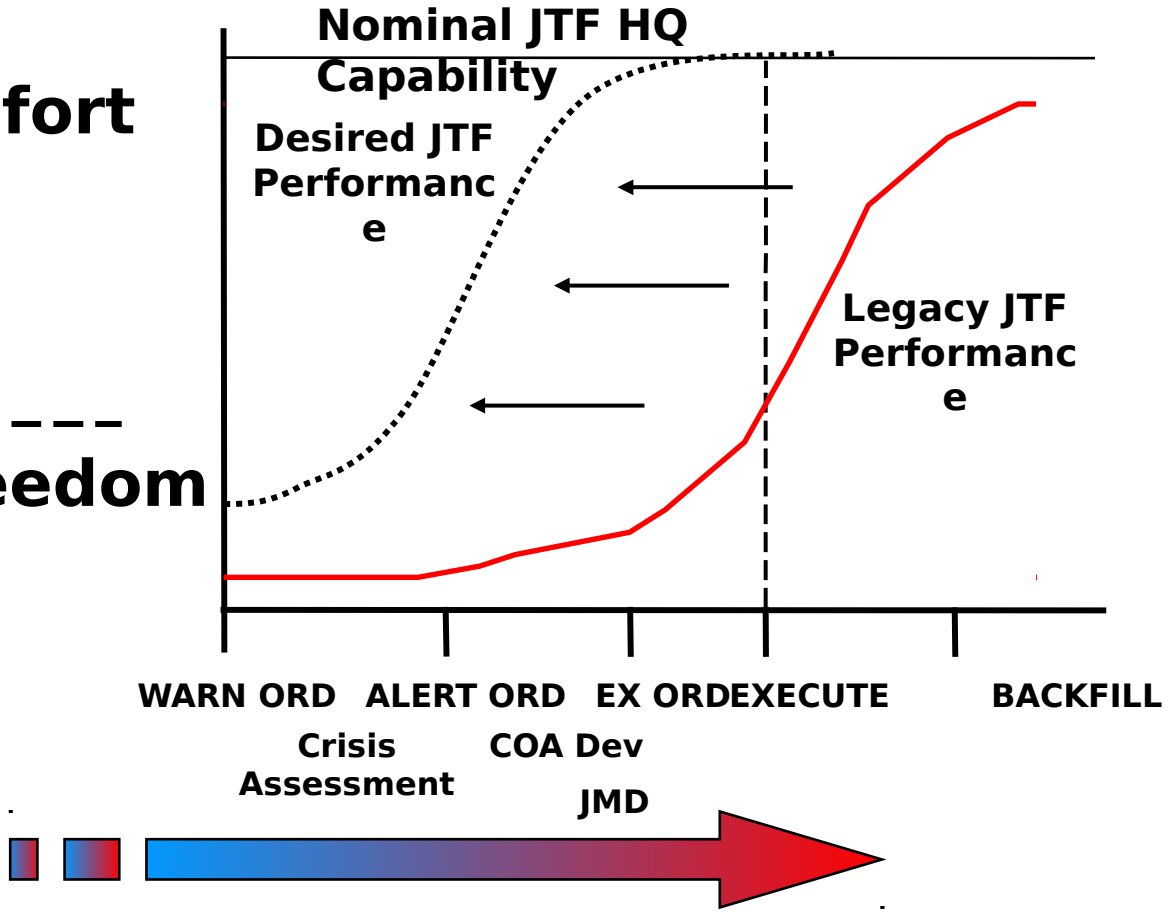
Historical JTF Standup

New slide since JRP

- Just Cause
- Provide Comfort
- Somalia
- Haiti
- Kosovo

9/11

- Enduring Freedom
- JTF 510
- JTF 160/170
- JTF GTMO
- JTF 180
- JTF Horn of Africa



Chain of Command Gap

Peacetime Service Chain of Command

Unit

Not present for duty every day

New slide added since JRP

Joint Warfighting Chain of Command

JTF HQs

Component HQs

Unit

Standing Joint Force Headquarters (SJFHQ)

What SJFHQ is:

- **A standing joint team capable of executing transformational command and control functions from pre-crisis to crisis termination – through the exploitation of information age communications, equipment, organization and procedures**

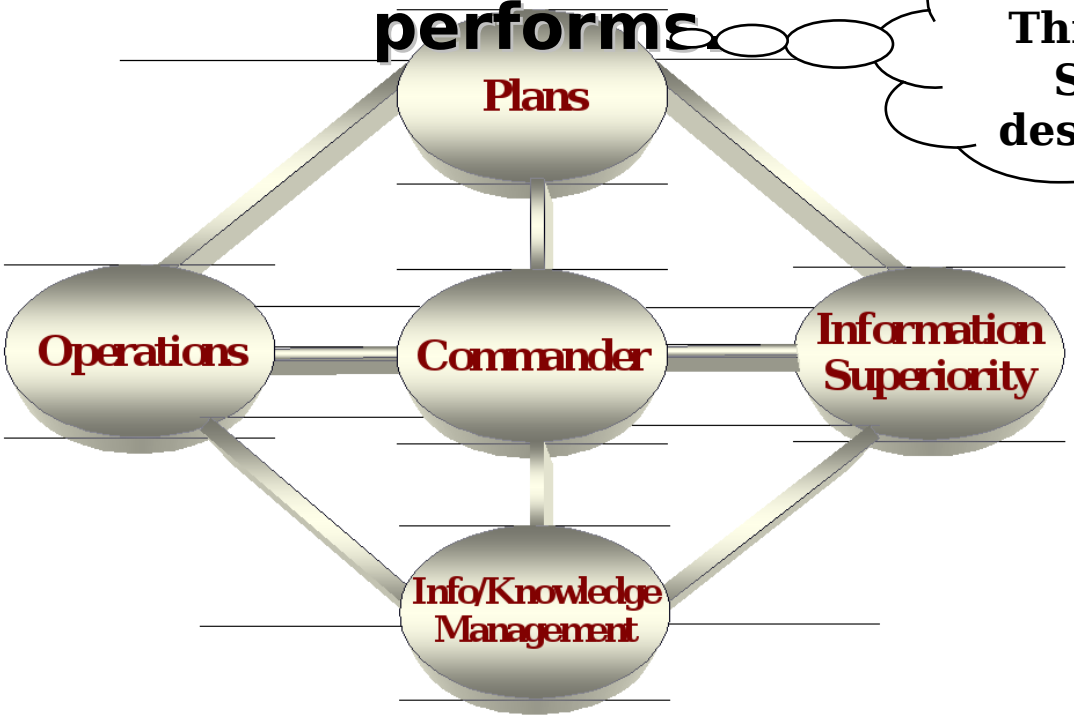
What SJFHQ provides the joint warfighter:

- **Command and control readiness at the joint force headquarters level**
- **Coupled with collaborative information environment, significantly reduced time to establish a JTF headquarters and reduced forward footprint – the core of a larger JTF HQ**
- **Brings the Commander's intent, regional expertise, coherent jointness, and knowledge of service component headquarters to the JTF**
- **Dedicated personnel that provide situational awareness and understanding, especially in the early stages of the**

Standing Joint Force Headquarters (SJFHQ)

This joint command and control design is dramatically different from today's J1-J7 design. The SJFHQ is cross-functionally organized to optimize those functions the JTF he[illegible] performs.

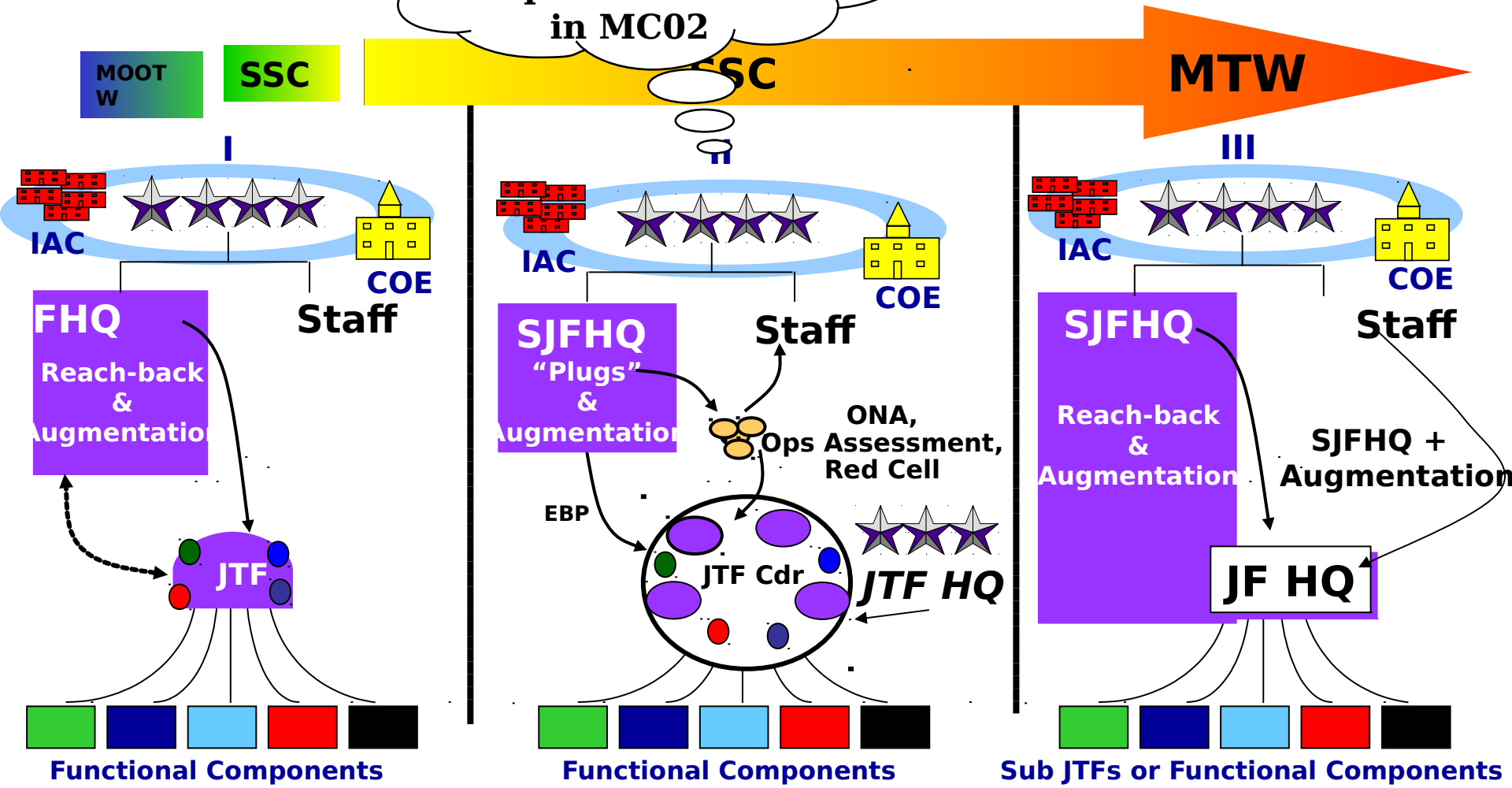
New slide since JRP
This suggests SJFHQ C2 design used in MC02



Five supporting teams working in a Collaborative Information Environment with direct ties to external Centers of Excellence

SJFHQ–Three Employment

New slide since JRP Option II used in MC02



SJFHQ operates as a standing extension of GCC Staff.

(Selection based on: *Scope, Scale, Duration*)

PBD No. 708

Added detail to older version brief. SJFHQ RCC manning costs are not included

Category	FY2003 Allocated / Received	FY2004 (Millions)	FY2005
Program Mgmt	$ 1.1 /	$ 1.3	$ 1.5
RCC Exercises	$ 8.9 /	$ 13.2	$ 21.8
Materiel Support	$ 8.6 /	$ 7.9	$ 8.6
Facilities	$ 2.1 / ___	$ 2.1	$ 2.2
Total	$ 20.7 / $4.5	$ 24.5	$ 34.1

To perform development of a prototype SJFHQ consistent with DPG

JCPAT Staffing Summary

- **DOTMLPF Package posted to JCPAT 16 Sep 02**
- **Flag-level staffing complete on 31 Oct 02**
- **42 critical comments identified**
- **All critical comments addressed**
  - **Some manpower issues remain unresolved**
- **Package re[illegible] 13 Nov 02 and**
  18 F[illegible]

SJFHQ Org. study critical comments not adequately addressed:

•USMC cannot support increased structure requirements without compensation.

•Manpower requirements by RCC not identified.

•JROCM options not fully explored.

Transformational Changes to Implement SJFHQ

DOTMLPF changes are required to transform Geographic Combatant Command C2 for joint planning and operations.

These initial transformation (DOTMLPF) change recommendations are part of an iterative process. Concept development and experimentation will continue to refine SJFHQ and enabling concepts' capabilities.

Standing Joint Force Headquarters Capability Recommendations-Doctrine

1. Provide information brief to Joint Doctrine Working Party (JDWP) on the impact of SJFHQ concept and requirements of SJFHQ implementation on joint doctrine development

OPR: USJFCOM J7/9, supported by JS J7
Suspense: Oct 03

2. Analyze impacts of SJFHQ [illegible]ing concepts from MC02 on joint pubs, a[illegible] and publication schedules.

Changed date from May 03

OPR: USJFCOM J7, supported by JS J7, Services, and Geographic Combatant Commanders
Suspense: Initial recommendations Jun 03; Final Dec 04

Standing Joint Force Headquarters Capability Recommendations-Doctrine

3. Analyze impacts of SJFHQ and enabling concepts from future Joint, Service, Interagency, and Multinational venues on joint pubs, and pub assessment and publication schedules.

OPR: USJFCOM J7, supported by JS J7, Services, and Geographic Combatant Commanders
Suspense: Initial recommendations Dec 03; Final Dec 04

Standing Joint Force Headquarters Capability Recommendations- Organization

1. Coordinate development of organizational concepts and structures to include mission-oriented adaptation for each Geographic Combatant Commander

OPR: USJFCOM SJFHQ, supported by JS J6 and Geographic Combatant Commanders
Suspense: FY 0[illegible]

This suspension may be too late. RCC specific requirements are essential to determine Service impacts.

Standing Joint Force Headquarters Capability Recommendations-Training

1. Provide SJFHQ training curriculum for Geographic Combatant Commanders. Develop training process IAW Joint Training System four-phased methodology of: 1) determine requirements, 2) initiate planning, 3) conduct exercises, and 4) assess results.

2. Verify and validate, IAW SJFHQ implementation plan, training standards, Master Training Guide and SOP for SJFHQ.

3. Focus training plan development on skills related to ops, planning, knowledge management, and decision superiority.

OPR: USJFCOM lead, supported by Geographic Combatant Commanders and Services
Suspense: Update training program based on future experimentation venues

Standing Joint Force Headquarters Capability Recommendations-Training

4. SECDEF appoint Executive Agent to coordinate interagency participation in joint training with goal of increasing Interagency involvement in development of SJFHQ

OPR: USJFCOM SJFHQ/J7
Suspense: FY 03

Standing Joint Force Headquarters Capability Recommendations-Materiel

1. Develop initial baseline set of joint C2 requirements from MC02 and SJFHQ results. Provide baseline for appropriate program managers' use.

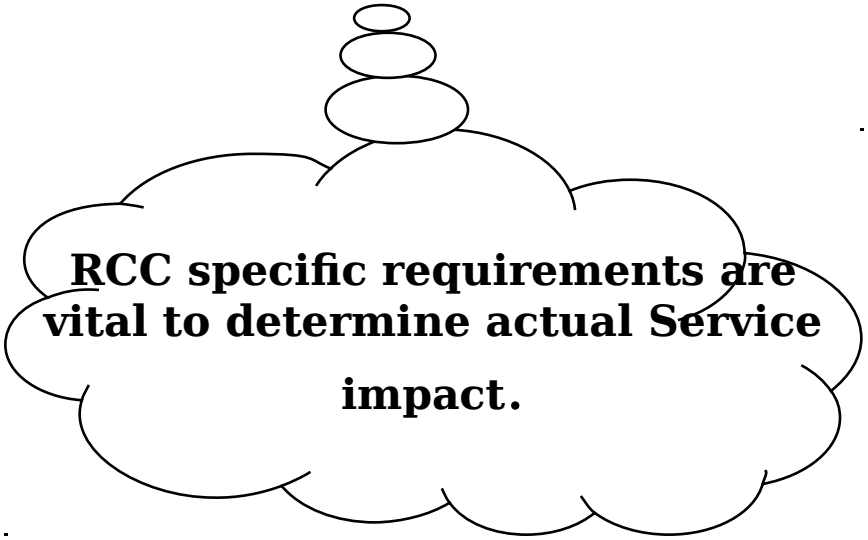
(Note: MC02 SJFHQ requires extensive H/W upgrades and S/W development. Improvements include integration of CIE capability plus maturing capabilities from: ONA, JIACG, JISR, and EBO concepts.)

OPR: USJFCOM SJFHQ/J6
Suspense: Standup SJFHQ: Jan 03; Conduct validation of SJFHQ: FY 04/05

Standing Joint Force Headquarters Capability Recommendations-Materiel

2. Determine how a CIE capability can be integrated with existing collaborative environments for each Geographic Combatant Commander

OPR: USFJCOM J6 lead, supported by JS J6 and Geographic Combatant Commanders
Suspense: FY 03



Standing Joint Force Headquarters Capability Recommendations-Leadership

1. Provide key SJFHQ enabling concepts/capabilities presentation to Joint Forces Staff College classes as well as NDU CAPSTONE General and Flag Officer Course. Offer presentation to other Service, joint and non-DOD forums (include Joint Flag Officer Warfighting Course (JFOWC)).

OPR: USJFCOM J7 lead, supported by JS J7
Suspense: FY 03

Standing Joint Force Headquarters Capability Recommendations-Personnel

1. Provide Joint Staff J1, manning options that reflect personnel requirements to accomplish tasks that are common to both Geographic Combatant Commanders and SJFHQ (identified by the Geographic Combatant Commanders as AOR specific).

- No specific RCC manning requirements provided to-date.

2. Develop and provide to Joint St[illegible] descriptions in accordance with CJCSI [illegible] each position in a nominal SJFHQ organization (MC02 55 person baseline) describing the functional and technical expertise required to accomplish SJFHQ tasks.

OPR: USJFCOM, supported by JS J1, Geographic Combatant Commanders and Services' personnel managers
Suspense: Initial Recommendations: FY 03; Final: FY 04

Standing Joint Force Headquarters Capability Recommendations-Personnel

3. Lead the refinement and implementation of SJFHQ-related manning document changes IAW the Fast Track Change process, as described in CJCSM 1600.01, Enclosure F.

4. Examine current joint personnel polices that impact SJFHQ manning, including those that govern minimum tour lengths for SJFHQ assignments.

See Backup slide # 26

OPR: JS J1, supported by USJFCOM, Geographic Combatant Commanders and Services' personnel managers
Suspense: Initial Recommendations: FY 03; Final: FY 04

Standing Joint Force Headquarters Capability Recommendations-Facilities

1. Develop initial infrastructure requirements for each Geographic Combatant Commander's fielding of a SJFHQ capability; determine necessary MILCON requirements. Additionally, each Geographic Combatant Commander should address worldwide deployment implications on their requisite facilities based upon the final DJC2 physical architecture and requirements.

OPR: USJFCOM J6/4 and Geographic Combatant Commanders and their service component that is assigned as the faciliti
Suspense: Jul 03

Shifts responsibility to JFCOM/RCC from JSJ4

Highlights

- **SECDEF directed implementation by FY 05**
- **PBD 708 funded SJFHQ development**
- **Established prototype SJFHQ at JFCOM for operationalizing validated experimental concepts**
- **Supports implementation by the Geographic Combatant Commanders in FY05**
- **Provides transformational command and control capabilities for Geographic Combatant Commanders**

Recommended Joint Requirements Oversight Council Actions

- **JROC endorse USJFCOM DOTMLPF recommendations**
- **JROC endorse USJFCOM iterative development of prototype SJFHQ**
- **JROC endorse SJFHQ iterative implementation by Geographic Combatant Commanders by 2005**
- **USJFCOM [illegible] in 6 mon[illegible]**

USMC cannot support increased structure requirements for SJFHQ.

•JFCOM provide by May 03 specific RCC manning requirements for Services and provide Study details (similar to JWCA recommendations).

BACKUPs

Standing Joint Force Headquarters Capability Recommendations-Personnel

3. Lead the refinement and implementation of SJFHQ-related manning document.

4. Examine current joint personnel polices that impact SJFHQ manning, including those that govern minimum tour lengths for SJFHQ assignments.

OPR: USJFCOM, supported by JS J1, Geographic Combatant Commanders and Services' personnel managers
Suspense: Initial Recommendations: FY 03; Final: FY 04

(This answers JS J1 critical comment: remove JSJ1 as OPR, and JSJ1 does not agree serious enough as Fast Track chang

Change to slide # 21. Parenthetical is from JFCOM

SJFHQ DOTMLPF Critical Comment Resolution

Organization	Criticals	Unresolved
US Army	8	2*
US Marine Corps	5	1*
USEUCOM	1	0
USPACOM	8	0
JS J4	3	0
JS J6	14	0
JS J7	2	0
NIMA	1	0

* Unresolved comments are manpower/resource related

USA Critical Comments

- 8 Critical Comments — 6 Resolved via Phone / email response 02-28-03
- USA POC: MAJ Hughes

USA Critical Comment #1

- **Critical: Subject document must clearly identify manpower bill payers that will be provided to support this initiative. G-3 response indicates that there will be Army Bill of 90 Field Grade Officers.**
- **Recommendation: Clarify personnel bill payers**
- **Rationale: Congressional constraints on military end strength as well as increasing demands on limited resources demand clear answer to bill payer issue before moving forward .**
- **Sponsor Comments: Partially Accepted. Ref: Org Recommendation. JROC has chartered an SJFHQ Org/Manpower survey to id sourcing options, specific Svc, grade & skill rqmts., and programming/manpower submissions to support POM 04. IS-JWCA chartered same.**

USA Critical Comment #2

- **<u>Critical</u>: Analysis to determine org template, to include skill rqmts, unavail 'til FY 2003, and refined through FY 03-05. Manning Doc (MC02) lists total of 55 positions required for SJFHQ, which the Army has 18 personnel required. Army breakout is 18 Officers, 0 Warrant Officers, and 0 Enlisted. If each region receives a SJFHQ, equates to 90 space bill. Of these, 70 spaces would be in grade of 06 or 05. Remaining in grade of 04. Our concern is grade growth. Subj doc doesn't constrain potential for grade growth, nor indicate potential bill payers for grade growth.**
- **<u>Recommendation</u>: Doc must address grade growth and bill payers.**
- **<u>Rationale</u>: Should analysis indicate need for excessive high grade military billets to support this initiative, it will place unacceptable burden on rest of the Army to support this w/o exceeding Congressionally imposed limits on grade levels.**

USA Critical Comment #2 (cont'd)

- **Sponsor comments: Partially Accepted. Org manning template developed for SJFHQ (Appendix B) was based on MC02 execution. An org/manpower study engaging each of RCCs and Svcs is ongoing to develop specific reqmts for each RCC, including specific combatant command grade and skill requires, billet options to include civilians and contractors, and sourcing options from internal and external entities. The Appendix B template has been revised and individual template will be developed for each RCC based on survey. In an eventual workshop with the Services in late November, the study group, including RCCs and Svcs will address all manpower issues, including resourcing and programming.**

USMC Critical Comments

- 5 Critical Comments— 4 Resolved via email 03-03-03
- USMC POC: Lt Col King, 'kingdm@mccdc.usmc.mil'

USMC Critical Comment

- The present billet distribution as reflected in App B was not reviewed by the Svcs but is reflective of personnel availability during MC 02.
- Recommendation: Conduct integrated planning to develop the billet distribution to the Services per RCC SJFHQ. The SJFHQ should have balanced svc representation in the key functional areas. Example: USMC O6 fill "Plans Director" billet in USCINCPAC. If this does not occur then USMC requests the Plans Director billet for each SJFHQ.
- Rationale: Balanced Service experience and background throughout the SJFHQ.
- Sponsor Comments: Concur. SJFHQ manpower template is being revised and sourced as part of the SJFHQ org/manpower study, based on data gathering visits to each command and Svc. Concur that Svc representation must be balanced based on unique Service capabilities and experience. Exact billet assignments to specific Services cannot be mandated by JFCOM, but will be determined via negotiations between commands, Services and JFCOM SMEs.